

Com. APRIL, 1956
THIRTY CENTS

Manage



Six Mistakes of Life

- 1—The delusion that individual advancement is made by crushing others down.
- 2—The tendency to worry about a thing that cannot be changed or corrected.
- 3—Insisting that a thing is impossible because we ourselves have not accomplished it.
- 4—Refusing to set aside trivial preferences in order that important things may be accomplished.
- 5—Attempting to compel others to believe and live as we do.
- 6—The failure to establish the habit of saving money.

—George W. Olinger

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WE LEARN by following advice and example.

"Organize For Better Management" on page 8 is sound, practical advice for the foreman, department head, or staff supervisor. The article outlines the basic principles of organization which lead to better teamwork, eliminate duplication and improve delegation of authority.

For a good example, read Marcus Bach's profile of the NMA's president, Gordon R. Parkinson, entitled "Faith Is A Factor." It reveals how "Parky" developed his Faith through proof, not just blind belief. The article, which originally appeared in GOOD BUSINESS magazine, begins on page 13.

Most successful management men learn early in their careers that the best way to solve problems is to face them squarely and honestly. This includes facing the boss. And Irv Leiberman's advice, "Don't Let The Boss Scare You" (page 17), is as solid and sensible a sentence as the eye can reach. Couple it with Dr. Schindler's article "Grow Up and You'll Feel Better" and the path of your life will lead through more pleasant and promising scenery.

Don't be too concerned about where the money will come from after you retire. William Freeman discloses a startling new source of income in his Business Notebook column. According to Freeman, if your wife is economy-minded, you've got another bankroll. But, warns Freeman, don't tell your wife.

This issue also contains a bonus for our readers who work out the "How Would You Have Solved This?" problem every month. Two problems appear in this month's column. One is due on May 1 and the other on May 15. Try them both. You can win up to \$20.

Harrison Bradley

AIRCRAFT COMPANY



"I've been grounded."



EDITORIAL

Memo

....FROM THE EDITOR

It would be a healthy thing for every organization to periodically study itself as intensely as the NAF did before it changed its name to The National Management Association. Both leaders and members now understand the Association much better than ever before.

Few national or local club officers realized how many different things Association membership meant to so many different people. Even within affiliated clubs, NAF membership was meaning different things to individual members and groups of members. They belong for all kinds of reasons. They look to the Association for various special benefits and services.

What membership in this huge, ever-growing Association means to the individual member depends much on who the member is, what he does in management, where he lives, his type of company, his age, his ambitions, his philosophy of life, and, even, his interest in being a part of a professional group.

For too long, it was taken for granted that NAF membership meant the same thing to all. Or perhaps more correctly stated, it was assumed that NAF membership *should* mean the same thing to every member.

No organization which has grown to be the largest management association in the world can be all things to all people.

You simply have to interpret its meaningfulness in the light of how it satisfies your particular needs.

One foreman tells us his membership means to him that he no longer need feel alone in his representation of management in the shop. He feels himself to be a definite part of a large group of men with the same basic work interests.

A supervisor says he feels more a part of management when he belongs to the same club and national association that his boss does.

An executive member says he likes his membership because the Association "is not high-hat and keeps its objectives strictly on the development of high-principled management men."

Still another supervisor says he takes pride in his membership because the fraternal atmosphere of co-operation he enjoys in his factory exists through

the Association on a national level and he thinks all management men of all industries need to work together more.

Many members say club program aids from the Association make their dues worthwhile. Others say the MANAGE subscription is worth more to them than their annual club dues. Some say the periodic training sessions led by NMA area managers are helpful. Some say they like the NMA traveling library. Others point to the popular field education programs, the seminars, the area conferences and the annual meetings.

How well such an association's leadership has to practice tolerance! How much an association's membership needs to be compassionate!

What a tangle of wishes, desires, demands, requests, opportunities, problems, programs and budgets it all gives the elected officers and the full-time staff to unravel.

This NMA is a huge melting pot of management people. In many ways it is like a big family eating at the same mammoth table. The catalysts are the common managerial development objectives, the high-principled code of ethics, the same idealistic interests in better supervision of people, and both local and national dedication to the establishment of management as a profession.

It seems fairly certain that all members want to share the same pride at wearing the same prestige-giving emblem and to enjoy the same feeling of fraternity at belonging to the same great organization.

It was with something of a jolt that the NAF suddenly found itself emerging, in only a few years, from a regional association of farsighted, energetic foremen with initiative, into a huge international association with a great complex of responsibilities to many different members of management—not just to foremen alone.

Without changing its objectives, its principles or its prime responsibility to the foreman, the Association has had to change its title to give just recognition to all who are a part of it and who have faith in it as a movement for *all management men*.

With this change in name, the Association has clearly indicated that its membership has begun to appreciate what NMA membership means to others—not just themselves or their small groups of associates. With this expansion of perspective, the Association's membership, and the Association itself, have advanced considerably in management maturity.

Dear Sims

*In every company,
in every business,
there's time to*



by Graham Boone

ONE of the most useful tools in the management work kit is a knowledge of sound organization.

Many companies, such as Ford Motor Co., International Harvester, Cleveland Electric Illuminating and Humble Oil and Refining have found this to be true after giving management people training in organization principles.

Results show a quick return in terms of better teamwork, elimination of overlap and duplication in

Organize For Better Management

job assignments and improved delegation of authority.

What is involved in good organization? The principles are mostly applied common sense. Experience shows that if you know and use these principles, however, you not only do your job better and faster, you will also be training yourself to handle a bigger and more complex assignment further up the ladder. Here are the basic principles to keep in mind:

1. Assign closely related work to each person.

This is the basis for specialization. You get the utmost efficiency if you divide each operation or block of work into its simplest units and assign to each person one or a few closely related activities. People will work more quickly and efficiently if they are required to master only one set of methods or procedures or to use one kind of skill.

Assigning each person one principal job makes it possible for him to study that job and develop the easiest, most effective way to do it. It also limits the number of things the man on the job has to learn, so he can rapidly become expert at his task.

This principle is generally adhered to when applied to mechanical work. But it is often violated on supervisory jobs. For instance, the foreman may be called upon to do many things that are not part of supervision. He may spend a good part of his time locating materials and equipment. He may perform manual

labor, or spend much time answering the telephone or checking materials and supplies.

In such cases, he is doing both supervisory and clerical or manual jobs. This is no more efficient than having the machine operator stop every so often to sweep the floor.

Good organization tells us that the more the supervisor's attention can be concentrated on actual supervisory duties, the more his efficiency increases.

2. Group activities so they maintain the interest of the people performing them.

Frederick W. Taylor and Henry L. Gantt, two of the pioneers in the field of scientific management, were aware that psychological factors were as important as mechanical in improving efficiency. However, many later exponents of their work lost sight of this. They tended to subordinate human feelings to a stopwatch.

We know now this was a mistake. If specialization is carried to an extreme, people may get bored and frustrated. Production goes down and absenteeism and turnover go up.

As the Western Electric Co. discovered in the famous experiments at its Hawthorne works, setting up a job so people receive attention and recognition can keep them alert and interested. Competition is also a stimulus, whether it be in the form of incentive payments or an at-

tempt to beat established cost or production records.

More and more companies are experimenting with job enlargement to avoid the pitfalls of boredom and frustration. Companies like International Business Machines and Detroit Edison shift people regularly from one job to another, or they try to arrange things so that each person performs a complete cycle of activities—in other words, as far as possible he does a complete job.

Some of this would seem to be in contradiction to the need, pointed out earlier, of breaking down activities to their simplest units and giving as few as possible to each person to perform. This contradiction exists only when you go to undesirable extremes. There is a wide area on every job in which both mechanical and human efficiency are compatible. To find it requires only the sprinkling of scientific management with the salt of sound human relations.

3. Make sure everybody knows his job and how much authority he has.

Work should be assigned so that everybody is crystal clear as to exactly what he is to do. Each person needs to know the boundaries of his own job and he should also have some idea of what the other workers are responsible for.

Spelling out jobs helps eliminate overlap and duplication. It also aids in avoiding situations where two people make a power play for some duty they think means more prestige or

recognition. There are two steps in clarifying job responsibilities:

a. *Put it in writing.* The very act of writing out the various things you want your people to do will help clarify your own thinking. Once you get things down in black and white, you can quickly spot duplication.

b. *Get all concerned to discuss their responsibilities.* This is usually done in a group conference. First the boss tells his people what their responsibilities are. This is generally done on an individual basis before the meeting. During the conference, each person states what he understands his duties to be, then general discussion follows to eliminate possible misunderstanding or confusion.

4. Give each person authority to equal his responsibility.

You cannot expect a man to do a job properly unless you give him the power to carry out your orders. This point seems obvious, but it is often overlooked.

If a person is given a job to do, he should also have the right to give the necessary orders, hire whatever people or spend whatever money is required to do it properly.

5. Place responsibility and authority as close to the scene of action as possible.

This principle is usually referred to as "decentralization." It simply means that instead of making most decisions yourself, you let the people who are actually doing the work

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make them. This usually ends up in the boss letting go of the details and restricting his attention to the really important matters.

One important characteristic of effective decentralization of authority that is often overlooked is that the more authority is delegated, the more important it becomes to have means of checking how well the work is done. When decentralizing on your own job, it is necessary to develop appropriate standards, to measure the work as it is performed, and to report variances and discrepancies as they occur.

6. Each person should report to only one supervisor.

Violation of this principle is one of the commonest sources of friction. If a person reports to two bosses, he is usually confused and bewildered as he tries to determine which set of orders to obey.

If his bosses are at loggerheads, the difficulty is compounded, because his loyalties are strained to the utmost. This sort of situation often literally forces the man caught in the trap to play one boss off against the other, hoping by this means to shift the pressure upstairs so he can operate without too many conflicting instructions.

7. The boss is always responsible for the acts of his subordinates.

Many times, when a manager is on the carpet, he may make such a statement as: "Joe is responsible for that. Let's call him in and talk to

him about it," and call in one of his supervisors.

In actual fact, Joe is responsible only to his immediate superior. He shouldn't have to answer to his boss' boss.

8. The responsibilities of staff and line should be clearly distinguished.

Much misunderstanding often arises because line operators and staff specialists do not realize that they play different roles in the company. Line people are directly responsible for carrying out the basic or primary activities of the company—usually production and selling, but often other kinds of work.

Staff specialists are there to guide and advise the line with respect to their own specialties, whether that be better handling of people, most effective design and layout of machinery, or economical purchase of materials. Staff people do not give orders to line people, because they have no authority over the line.

This relationship can lead to difficulties unless it is clearly understood. There is a tendency for the staff man to try to enforce his special knowledge by ordering that certain things be done. However, the staff specialist usually does not have as complete a picture of the production operation as does the line man, and he is likely to overemphasize his own specialty. The key to successful work relations is to have both groups understand exactly what they can do and how far they can go.

Supervisor's Self-Examination

Do you ever take time for meditation?

A bit of inward searching now and then may help you to find ways of improving your relationships with people—and to do a much better job as a supervisor—if you'll question yourself sincerely.

To help you probe the critical areas—and to provide food for thought—here's a checklist FOR YOURSELF ALONE. You don't even need to write down your answers—but you should answer honestly, in your mind, and then take a good look at your score. How do you stack up?

	Yes	No
Do I practice what I preach about safety?	<input type="checkbox"/>	<input type="checkbox"/>
Do I know all the hazards in my department?	<input type="checkbox"/>	<input type="checkbox"/>
Do I inspect continuously for hazards?	<input type="checkbox"/>	<input type="checkbox"/>
Do I permit unsafe shortcuts by workers?	<input type="checkbox"/>	<input type="checkbox"/>
Do I check on their personal protection?	<input type="checkbox"/>	<input type="checkbox"/>
Do I stop unsafe practices without delay?	<input type="checkbox"/>	<input type="checkbox"/>
Do I criticize in friendly, helpful manner?	<input type="checkbox"/>	<input type="checkbox"/>
Do I see that workers have proper tools?	<input type="checkbox"/>	<input type="checkbox"/>
Do I make sure tools are in good condition?	<input type="checkbox"/>	<input type="checkbox"/>
Do I insist on prompt first aid for injury?	<input type="checkbox"/>	<input type="checkbox"/>
Do I encourage reports on unsafe conditions?	<input type="checkbox"/>	<input type="checkbox"/>
Do I investigate accidents promptly, fully?	<input type="checkbox"/>	<input type="checkbox"/>
Do I encourage housekeeping for safety?	<input type="checkbox"/>	<input type="checkbox"/>
Do I encourage safety suggestions?	<input type="checkbox"/>	<input type="checkbox"/>
Do I act promptly on all suggestions?	<input type="checkbox"/>	<input type="checkbox"/>
Do I give proper credit for good suggestions?	<input type="checkbox"/>	<input type="checkbox"/>
Do I help workers feel secure in their jobs?	<input type="checkbox"/>	<input type="checkbox"/>
Do I commend good work whenever possible?	<input type="checkbox"/>	<input type="checkbox"/>
Do I try to counsel worried employees?	<input type="checkbox"/>	<input type="checkbox"/>
Am I considerate in handling grievances?	<input type="checkbox"/>	<input type="checkbox"/>
Am I a good listener?	<input type="checkbox"/>	<input type="checkbox"/>
Do I administer discipline fairly?	<input type="checkbox"/>	<input type="checkbox"/>
Do I keep emotion out of job decisions?	<input type="checkbox"/>	<input type="checkbox"/>
Do I prepare for opportunities ahead?	<input type="checkbox"/>	<input type="checkbox"/>
Am I training others to take over my job?	<input type="checkbox"/>	<input type="checkbox"/>
Do I consider my own health and safety?	<input type="checkbox"/>	<input type="checkbox"/>

Reprinted from INDUSTRIAL SUPERVISOR, a publication of the National Safety Council.

The NMA's President
found proof that

Faith Is A Factor

GORDON R. PARKINSON has been with Trans World Airlines for 25 years, more than half of his life. He is only 47.

Since 1945 his position has been that of flight-planning superintendent, a job which covers all phases of the actual operation of the lines.

This job is a high-tension, trouble-shooting, and trouble-averting assignment involving nearly 150 flights a day all over the system from California to Ceylon. It could be a nerve-wracking, hectic job. "Parky" thinks of it only as a highly important, interesting, and challenging one.

Besides this, he is at present president of The National Management Association. This largest management organization in the world has 65,000 members in some 1,500 companies in the United States, Canada, and Puerto Rico.

During Parkinson's tenure as NMA president, TWA has put him on special assignment to the NMA presidency, so that he may devote his full time and energies to that job.

In connection with TWA and NMA, he travels thousands of air



by Marcus Bach

miles, delivers innumerable speeches, does management research, and is, according to his five daughters, "the best dad any girl can have." To which Mrs. Parkinson adds a footnote: "Parky is rich in friendships that exceed in value any amount of money in the bank."

I visited Gordon Parkinson in his home and found the answer to his ability to handle big jobs calmly, effectively, successfully. He has a phi-

Reprinted from the March, 1956, issue of GOOD BUSINESS magazine.

losophy to guide him: "Faith is the factor that determines how much a man can do and how well he does it."

He used *faith* in its primary dictionary meaning: "belief in God." He also used it in its truest Christian sense: a man does not have faith in God without having faith in his fellow man.

THE REASON Parkinson's conviction carries weight is that his faith factor did not come easily. It was something he developed through work and experimentation because his scientific, practical mind demanded proof.

On July 13, 1935, the Literary Digest carried a story about dust storms and drought and predicted that science would soon do much in the way of prophesying when and where these twin plagues would strike. The authority and expert in this field of foreknowledge was Gordon R. Parkinson.

This young meteorologist had a theory that the motive power for the great Midwest dust disturbances was generated out in the Pacific. Huge masses of air, he claimed, went "hay-wire" after they drifted across the Continental Divide, grabbed up huge quantities of soil, and sent it scattering.

His contention was that "land air" rebelled and rose to give battle to this Pacific invader. The storms were actually encounters of atmospheric giants, he said. The bodies of air

involved were "lakes of atmosphere two or three miles deep and often a third the size of the United States."

These views, presented at a meeting of the American Association for the Advancement of Science, were based on observable facts, but it was faith in his research and faith that fellow scientists would consider his findings that persuaded him, an unknown at the time, to present them. He did so even though the government was just then talking about establishing a tree belt around the "dust bowl."

No tree belt, Parkinson contended, could possibly stop the flow of a Pacific air mass after the Rockies had failed to do so.

The young scientist's findings contributed to a new system of analysis of the atmosphere, and helped to usher in greater efficiency and safer routing in air travel. But they did something else. They convinced Parkinson that man should continually be God's co-worker.

Science, according to Parkinson, is man's attempt to understand nature; religion is man's faith to believe that the Creative Power within and behind nature is good and dependable.

Dust and drought are sent not to destroy man but to challenge him. Safer air routes, like higher, safer patterns of life, are part of man's eternal endeavor to work with God.

Parkinson has a saying for which he is indebted to Prof. Allen Stock-

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dale. It sums up the undergirding for his factor of faith:

"When God made the earth, He could have finished it. But He didn't. He left it as raw material to tantalize us and to set us thinking and exploring and risking and adventuring. And therein lies life's big meaning."

Many experiments with this co-working principle make up the Parkinson story. One took place at the time, 16 years ago, when the Parkinsons scraped the bottom of the financial barrel to build their home.

By stretching their resources, the family acquired a suburban lot and used it as collateral on a building loan.

By engaging an architect who was more interested in establishing a sound reputation than he was in making a fat profit, they succeeded in getting exceptional value for their money in every way. But just before the house was finished it was discovered that 100 dollars was needed to take care of various fees before the family could move in. This was during the tail-end days of the depression and 100 dollars was big money.

"Lack of anything that is honestly needed for a fuller, richer life," Parkinson believes, "is a condition that can be remedied through affirmation and faith."

Since lack of money was the primary problem at the moment, prayer, discipline, and work were directed toward overcoming this lack.

"The practice of affirming abundance, even when that abundance is not visible, seems to set in motion forces which make the abundance visible," Parkinson explained.

"If we hold to the belief that God's supply of good is unlimited, we open the channels that release that goodness. Prayers for prosperity are keys that unlock the treasury of supply."

"Since you always demanded proof," I commented, "I suppose you felt that this 100-dollar need was quite a test case."

"Let me first say for the record," he replied, "that we were not what you call unwavering in our faith. We believed, but our faith still needed to be increased. So we sought a strengthening of our faith as well as the 100 dollars.

"You see, powers we have simply heard about from others, we can doubt. Powers we have demonstrated for ourselves in our own personal lives, we cannot doubt. We may not completely understand just how these powers operate, but faith persuades us that they *do* operate. We learned that those basic laws could produce concrete results."

THE DAY of the deadline for producing the 100 dollars rolled around. Shortly after a dinner meeting that evening, Parkinson telephoned his wife from the lobby of the hotel.

He said with emotion: "You know I announced that I could not

accept another term as president of the TWA Employees Club the other day, because I felt I had served long enough. Well, tonight after the installation of the new officers, the boys gave me the pat on the back they've always given all outgoing presidents. Then they did something else. They handed me a check as a special mark of appreciation. You guessed it: It's for a hundred dollars."

Often in the new house the demonstration was remembered. Often in times of need, financial and otherwise, the faith factor was recalled. Always it was used and found productive.

"We use prosperity blanks in our home," Parkinson told me. "We have our daily readings. We don't just accept such things as affirmations and prayers academically; we prove them. Blessings are not unearned miracles or gifts 'out of the blue.' They are rewards for effort already put out and the result of techniques which have proved to be workable. Every such experience opens the doors of one's mind to the possibility of greater returns in this business of living. We are partners with God in the unfinished work of creation."

"Parky" has found joy in passing along his tested principles to others who need them. He includes them in his association with men everywhere and he makes them the gist of his talks at NMA meetings. Not long ago he flew to Chicago to talk to a friend who was having financial

difficulties and who had become dejected to a point of desperation.

"Were you able to help him?" I asked.

"Yes," was the modest reply, "by telling him the things I have found that work in my own life to solve my own difficult problems."

But again, it was necessary for the Chicago friend to prove for himself that the techniques work, by making the faith factor part of his own experience.

"Each man must prove them for himself," Parkinson maintains. "It is through practical demonstration that faith becomes the hallmark of our thinking and our actions in every realm of human activity.

"To me the person with an easy, blind belief that he accepted on someone else's say-so and never tested, does not have as stable and knowledgeable and enduring a faith, when the real storms of life come along, as the fellow who has conscious knowledge of just when and where and how each fiber of his faith was developed and proved along the way."

Coming from a man who, before the age of 50, has achieved acknowledged leadership in science and industry and the field of human relations, Parkinson's words and views carry a particularly challenging weight.

"Faith," he says, "is the factor that determines how much a man can do and how well he does it."

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Let



The Boss Scare You!

by Irv Leiberman

PAUL'S HAND shook nervously as he hung up the telephone receiver. He looked down at his hands; they were wet with perspiration. What did the boss want? Why did he want

to see Paul "immediately"? What was wrong?

Was he about to lose his job? His mind raced back over the past weeks; what had he done wrong? Could it be that he was being called on the carpet because of some forgotten mistake?

Perhaps the firm was about to reduce its working force. The office grapevine had reported this rumor for weeks. Was he to be the first to go? The more he thought about it, the more certain he was that he had committed a grave business error. If he got fired, what would he do about his wife and their two children? As he got up from his desk, the greater grew his panic.

The journey to the boss' office was a nightmare. Paul felt like a condemned man "walking his last mile." He was alternately feverish and chilled. His hands sweat and shook. A great knot grew in his stomach.

As he entered the office he saw that the boss was dictating to his secretary. Looking up, the boss brusquely motioned him into a chair and went on dictating. The suspense was more than he could stand. At long last the boss finished, dismissed his secretary, swung around in his chair, smiled, and said, "Hello, Paul. I'm glad you could come in. I've got some exciting news for you. We're establishing a new department. How would you like to be the company's newest department head?" Paul nearly fainted from relief.

Such scenes take place every day.

No doubt you may have experienced something similar. Thousands of men and women suffer untold anguish, usually needlessly, whenever they must face their superiors.

WHY IS THE business world saturated with fear? Many factors contribute to this unhappy result. Some of it is traceable to the fact that criticism is more often administered than praise. Many men, for example, are held back from their best efforts through nervous preoccupation with the picture of what will happen should they fail to deliver exactly the goods expected of them.

During lunch, it is not uncommon to hear a salesmanager "bawl out" or heap sarcasm on one of his men just returned from an unsuccessful trip. It is safe to say that far more men are undone in their business life than made by such tactics, common as they are.

On the other hand it is instructive to note the tremendous value a man may have who has never allowed himself to be affected by treatment of this sort and who, furthermore, stands up to his business superiors if he feels he is right, disdainful of any punishment they may see fit to mete out to his boldness.

Such a man was Sidney G. It was seldom when a knotty problem arose that he could not—and did not—offer a solution. It was he who again and again found the way to get the company out of a jam. Not that he was thanked for his pains. He was, as

a matter of fact, a source of acute irritation to most of the executives above him. They could never accustom themselves to the blithe freedom with which he bore himself in their presence. Besides, he was pestiferous in regard to his salary, which he frankly insisted was ridiculously small considering the services he rendered.

"Not a cent more shall he have!" one of his seniors threatened. "That fellow's an infernal nuisance!"

The nuisance, it may be mentioned, shortly afterwards took himself off to a rival concern, and now heads his own company, one of rising importance.

Why do many men fall prey to galloping anxiety when they receive a call to the front office? Surely it is not because all bosses are demons. Most persons in supervisory and executive positions, if they are worthy of their jobs, are more interested in helping than injuring their subordinates.

Even the most arbitrary bosses are helpful, if only for selfish reasons, for they know if they are to advance themselves, they must build a strong organization in their own department.

Why, then, do many persons find the idea of a meeting with their superior so frightening?

The answer is more obvious than you think: the root of the trouble, in Paul's case, for example, lay not in the boss but in Paul himself. He

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created his own fear. It did not exist in reality. It had little or no foundation in the world of fact. It was nothing more than irrational fear.

To Paul, of course, his fear was just as real and just as painful as though there were actual grounds for it. Furthermore, there are many men who suffer from this kind of irrational fear. Some men are afraid of their bosses because they were afraid of their fathers when they were youngsters. Doctors have thousands of such cases on file. A whipping, or even a severe scolding, may set up a psychic fear in a boy's mind which will stay with him and attach itself to his boss in later life.

In much the same way, a boy sent to bed without supper as a punishment, may grow into a man who is afraid of the department head in the store or office where he works. The reason is that his father, in punishing him, came to stand for someone who could deprive him of his food, his nourishment. Years later, in his subconscious mind, the boss comes to mean the same thing to him, because this boss can discharge him and leave him to go hungry.

Other people may fear the boss because he gives them a feeling of inferiority. The boss is a success. He has arrived. Thus a man under him may feel that he, himself, is not a success. This may lead to anxiety, brooding, and fear.

Everyone has at least a few of these unreasonable fears. In most persons, they come and go and in no way inconvenience their owners. But in some unfortunates, these anxieties are so strong that they cannot readily be put aside.

This is illustrated by the case of Bill Diamond, a bookkeeper in the leading department store in a Western city. His chief bookkeeper in the cashier's office was a man we shall call George Brown. He was a tall, dour man, getting on in years, inclined to be strict, but ready to hear the other fellow's side, and scrupulously fair in all his dealings. The two men had always gotten along very well. Certainly Bill had no reason one summer morning several months ago to begin suddenly to fear his boss.

Bill was totaling a column of figures on one of the adding machines in the office. He was fairly fast on the electric machines, and he got a bit ahead of himself and struck his total before the machine was clear. It jammed. Now, that in itself is nothing. Operators a lot more experienced than Bill jam machines every day. But George Brown happened to be standing at his shoulder when it happened.

"Well, well, Bill," he said, "the stock girls can handle them better than that."

That single remark was enough to upset Bill. As the boss walked away Bill imagined he saw a cruel ex-

pression on his face, which had been so friendly a moment before. He cleared the machine and went to the men's room. He felt so faint that he had to get some fresh air.

"It's here again!" the words drummed through his brain. "You thought you were over it, but it's here again. You'll be afraid of the boss till the day you die."

This is what fear can do to a man. No one will ever be able to tell Bill there is not a place of torment right here on earth. He lived there for weeks after the boss criticized his handling of that machine.

One week went by—then two. Every morning as he punched the time clock he expected to find his card missing. Every noon he expected to be handed his blue slip.

"What's wrong?" his wife asked him. "I know something is. Tell me. You must tell me."

That only added bitterness to it. They had been married three years. Bill's job with the department store enabled them to marry. When the whole future of their marriage and their home depended on that same job, how could he tell her he was afraid of losing it? What if she asked him for reasons?

There were no reasons. It was just dread. Just suspicion. Could he say, "I'm afraid of George Brown because I've been afraid of every boss I've ever had?" There are things a man cannot reveal to his oldest friend, much less to the woman he loves.

But he had to tell her, after all. He had to tell someone. After a few days he broke down and confessed what was troubling him.

"Why, that's silly," she said in her quiet way. "Mr. Brown likes you. I wasn't going to tell you this, but I will now. He phoned the other day and asked me if I thought you were working too hard and needed a few days' rest."

"Oh, he did, did he?" Bill exclaimed. "That proves it. He's out after my scalp. He wants me to stay out so he can get somebody else."

His wife gave him a strange look. "This isn't like you," she said. "If you were yourself, you'd know you're talking nonsense. You're on the ragged edge of a nervous breakdown."

THE TALK that Bill had with his wife that night marked the turning point in his life. As a result of it, he consulted a psychiatrist. Today, he is no longer afraid.

Many high executives are, no doubt, unaware of the paralysis they induce in men like Bill, and men like Harry B. The first time Harry was summoned to the president's private office his co-workers surrounded him with trembling solicitude. He might have been Daniel about to be cast to the lions. And it is questionable if Daniel's heart pounded more violently as he stepped into the den than Harry's as he ventured across the boss' threshold.

But the writer heard a vice-president admit fear when suddenly sent for by the "big boss."

"Well, damn it all," he muttered, in self-disgust, as he started off, "he can't do anything worse than fire me!"

If even high executives find their knees knocking together when the boss beckons, you might be inclined to say "small wonder men in the ranks find it difficult to face the boss."

When that call from the boss comes, the most important thing for you to remember is not to let yourself slip into a panic. Remind yourself that it isn't the boss from whom you must protect yourself—but fear.

Appraise your fears. This is a good antidote for anxiety. Perhaps you will learn that the guilt and fear within you are essentially irrational, and that you actually have nothing to worry about.

Discuss your problem with a friend, preferably an outsider. This second point of view may give you a great deal of reassurance. "Talking it out" often relieves your tensions.

Don't let the prestige of the boss' position frighten you. He's just another human being. True, he's higher on the ladder of business success, but he's nothing to be afraid of. Keep in mind that if he is a boss worthy of his position he wants you to succeed. In the long run, he stands to gain more by helping you.

Probably the most effective device to allay your fear of the boss is to pause and think: "Just what can he do to me that is so awful?" Usually, you'll find it is not too bad. Sure, he can discharge you, but he probably won't. He cannot order you to the gas chambers. He cannot deport you from this country. In other words, he cannot bring upon you and your family a major calamity.

You don't want to be like Oscar F., a payroll clerk in a large insurance office in New York. His heart sickened within him as he felt his feet sink into the carpet outside the president's door. He was intimidated by the surroundings. His clothes suddenly seemed cheaper or more shabby than he had realized. How could he stand up to one of those men of whom he had caught glimpses alighting from their expensive cars, he thought. He was oppressed with the thought of how valuable was their time, of his own limitations in education and speech. Could he put his case convincingly during the brief encounter with the boss? Fear crowded upon him as he entered the office of the man who had taught him the real meaning of panic.

You don't want to be like Oscar, and you don't have to be. When you enter the boss' office, enter with self-confidence—not with feelings of guilt and wild fears—but with self-respect and courage.

Test Your Word Sense

Here's a good way to test your vocabulary. Pick the best definition for each word and then turn to page 57 for the answers.

1—In classifying fuels most people would say ETHYL is a:

a—wood	c—charcoal
b—coal	d—gasoline

2—When a doctor talks about SUTURES he refers to:

a—clamps	c—stitches
b—tapes	d—clippers

3—In writing or speech TRITE phrases are considered:

a—stale	c—verbose
b—novel	d—poetic

4—If a friend tells you he's had a WINDFALL, he means:

a—a storm	c—an unexpected legacy
b—a cyclone	d—an accident

5—Down in the state of New Mexico, YUCCA is known as:

a—a big cactus	c—a corn-meal food
b—the state flower	d—a rocky plateau

6—You might find the word CITRIN on the label if you bought:

a—candy	c—sugar
b—vitamins	d—dye

7—People who work with metals know that ANODIZED material is:

a—tarnished	c—coated
b—polished	d—buffed

8—In the Army a SIX-BY-SIX is known by most GI's as a:

a—truck	c—barracks
b—timber	d—gun

9—The most impressive thing about DOCUMENTARY films is that they are:

a—historical	c—in color
b—chronological	d—factual

10—Up in the European mountain country YODELLING is a form of:

a—climbing	c—dancing
b—jumping	d—singing

*From the land of
sugar and rum comes
a startling new product*

The Managing Rodriguezes

by Ted M. Levine

AMID THE amazing industrial development of Puerto Rico, five men have become a significant symbol.

All five are supervisors in factories on the island. This would be meaningless but for the fact that all five are brothers named Rodriguez.

Five plant-managing brothers would be a rarity anywhere in the world, but in Puerto Rico it is a startling example of the rapid development of management personnel in a land known to the most of the world for only two things: sugar and rum. A dozen years ago, there were barely five factories of any size on the whole island.

Today, qualified Puerto Rican administrators and technicians, like the five Rodriguez boys, can pick and choose their spots from among more than 300 shining new companies, including such top names as Remington Rand, Sylvania, Beaunit Mills, Consolidated Cigar, Carborundum,

Shoe Corporation of America, in fields that range all the way from apparel to zinc products.

Like most of Puerto Rico's growing class of top and middle management executives, the Rodriguezes have a large number of common ingredients in their individual backgrounds: sugar, mechanical aptitude, mainland United States training and technical education, government work and the island's fast-booming industrial development program, or, as it is locally titled, "Operation Bootstrap."

Take José Rodriguez, for instance. A tall, confident-looking man and an intense devotee of high fidelity equipment, José was born 44 years ago in Ensenada, a sunshine-filled sugar town on Puerto Rico's southern coast. Since his father, the late Antero Rodriguez, was an electrical engineer at the South Puerto Rico Sugar Co., it was only natural that José—along with his four brothers

—should serve his apprenticeship as an electrician's helper at the sugar mill. It was also natural that he should want to better himself, and once again like his brothers (and thousands of other Puerto Ricans) he chose the continental United States.

In 1929, at 18, he took his first New York job, as electrician's assistant at the Empire Building Corp., owners of the U. S. Steel building. At night he attended all the electrical courses offered at a downtown YMCA trade and technical school.

By 1932 he felt ready for bigger and better things in Puerto Rico, which in those days still meant sugar. He returned to the mill—as all of his brothers were to do in time—and in a matter of months rose to the rank of chief electrician, as he puts it, "Just about as far as I could do."

By 1944 José once again felt the urge to learn more, mainland United States style. This time he selected one of the world's great technical training grounds, General Electric at Bloomfield, New Jersey, and after a year moved almost next door to the Bloomfield Tool Corp. as Chief Electrician.

In 1947 big events were going on in Puerto Rico. Luis Muñoz Marín, President of the Puerto Rican Senate and soon to become the island's first popularly elected Governor, had already uncorked his "Operation Bootstrap" proposal to increase the eco-

nomic and industrial strength of Puerto Rico. José, in New Jersey, wanted to be part of it, and, like hundreds of Puerto Rican bright young men, turned to the newly vitalized island government, this time the Puerto Rico Water Resources Board, where he served as Chief Electrician from 1947 to 1950.

JOSÉ Rodriguez's shift from government to free enterprise also paralleled the development of his island. In late 1950 a Pennsylvania inventor, Carl Weller, decided to produce his newly patented Weller Electric Soldering Gun in Puerto Rico, which at this point had already attracted more than 100 mainland expansion-plants.

At the suggestion of his island representative and later Treasurer Victor García, Weller called upon the highly trained services of José Rodriguez as Plant Manager.

Beginning at mid-century, this Horatio Alger story, Puerto Rican brand, really moves into high gear. In its first year of operation, Weller Manufacturing Co. of Bayamón, P. R., broke a 30,000 soldering gun quota and began retaining its profits under Puerto Rico's unique tax system of 100 per cent local tax exemption plus complete freedom from federal taxes. Rodriguez was rewarded first with a bonus, then with a chunk of corporate stock, finally in 1951 with the title of vice president and general manager.

With its tax-free profits, Weller,

like dozens of the new island plants, decided to expand and diversify. First came the Weller Electric Corp. (electric power sanders) at Luquillo, with José once again as vice president. Then, just a few months ago, the Weller Tool Corp. was organized, again at Bayamón, for the production of do-it-yourself jig saws and other like items. This time José reached the summit, as president.

"Why don't you take the presidency?" he asked Carl Weller. "Why should I?" was the reply. "After all you don't need me any more on this one."

According to José, all his brothers underwent exactly the same evolution: the sugar mill, technical courses and on-the-job training in the continental United States, back to the sugar mill at better positions, to private industries in the top ranks. Only the final job titles are different:

Antonio Rodriguez is maintenance engineer in the Caribbean Tanning Co., a key facility in the island's fast-climbing leather industry.

Antero is assistant plant superintendent at Textron, Puerto Rico, with direct supervision of 426 employees and 900 machines.

Samuel Rodriguez, at 39, works hard with tuna fish, at National Packing Co., Ponce, on Puerto Rico's fast-industrializing south coast.

Victor, a former refrigeration and air-conditioning expert, has now also joined Weller Manufacturing as plant superintendent.

José Rodriguez insists that his family story is less startling than it seems. He notes that mainland executives are continually amazed at the host of technical and administrative talent currently available in Puerto Rico.

"A short time ago," he says, "a vice president in the electronics field in the States was complaining to me about the excessive costs of importing a master mechanic from the mainland, then paying him bonus wages. On the spot I recommended four Puerto Ricans with the training and talent for the job. Within a few days, he picked one and has been happy ever after."

Like his family, José points out, hundreds of Puerto Ricans have gone through technical training in the continental United States. In addition, thousands more are now garnering theory and know-how from Puerto Rico's own extensive vocational school system which graduates more than 6,500 students each year.

Are there any special problems in supervising Puerto Rican workers as compared to mainland Americans?

José isn't sure. "In general," he says, "people are people, but there may be some differences." First, he finds that island workers possess an unusual degree of manual dexterity compared to mainlanders, which is often backed up by years of training in the highly skilled needlework tradition. Second, they learn fast and

seem generally to enjoy factory tasks. "But Puerto Ricans are proud," he adds. "You just can't say to a Puerto Rican worker, 'Do it like this, see!' You do say, 'Why don't you try it this way?'"

José tells the story of a mainland plastics top executive who, after a short visit to his Puerto Rican plant, decided productivity should be 15 per cent higher. He journeyed about the plant floor with a stopwatch, looking over shoulders and telling his employees just what was to be done. Nothing, in fact less than nothing, happened. At the end of the week output was down an additional 10 per cent.

At this juncture the Puerto Rican plant manager moved quietly into the picture. With the boss' okay, he called together the work force, made a few comments, but mostly just answered questions and listened to suggestions. At the end of the month productivity wasn't up 15 per cent; it was up 35 per cent.

José Rodriguez, his brothers Victor, Antero, Samuel and Antonio,

along with hundreds of other local management men, seem to have picked up the knack of dealing with workers in general and Puerto Rican workers in particular. In plant after plant, continental administrators and technicians on emergency assignment are being replaced by permanent Puerto Rican personnel.

At Textron's big installation at Ponce, for example, the ranks of mainlanders have been cut from 29 to three; at Beaunit Mills, one continental rubs shoulders with hundreds of Puerto Rican workers and supervisors. Weller Manufacturing itself is today a 100 per cent all-Puerto Rican operation.

The "managing Rodriguezes" have played a key and symbolic role all along the line in Puerto Rico's swift evolution from a sleepy producer of sugar cane to a dynamic, industrial-minded society. Earning salaries well up in five figures, they are just as mechanical-minded, just as cost-conscious, just as technically trained as their counterparts in Detroit, or Pittsburgh, or New York.

"With investment in employees running \$500 at the rank-and-file levels, and over \$5,000 at the key personnel levels, the personnel director needs to take a careful look at the applicant before he puts him on the payroll and starts company investment in him. This means checking out the applicant to see that he has the brainpower to do the job, that his interests and personality are adapted to this type of work, and that he shows sufficient maturity and stability in his background—using for this check both modern personnel tests and newer interviewing techniques."—*Industrial Psychology, Inc.*

Dr. Sa
Clinic,

Millions suffer from EII
If you're one of them,
you've got to . . .



Grow Up and You'll Feel Better

by John A. Schindler, M.D.

DESPITE tremendous advances in medical research, the most widespread disease of all continues to rage unchecked. Its name: Emotionally Induced Illness, EII for short. The number of its victims: *over 50 per cent of all the sick in the United States.*

If every river in the nation were to go into a record flood, the damage would equal only a tiny fraction of the amount this disease costs us annually. In dollars and cents, in pain, in human misery, EII consti-

tutes mankind's greatest single catastrophe.

What is the nature of this sickness that baffles science? What causes it? What are its symptoms? And what can we do about it?

A patient of mine named Sam presents a typical picture of EII. He has been coming to me for years, suffering from a variety of excruciating ills. No drug or medicine has ever helped Sam. Probably none ever will.

Last year Sam's corn ran 168

Dr. Schindler is chairman of the department of medicine at The Monroe Clinic, Monroe, Wis., and author of the book "How To Live 365 Days a Year."

bushels to the acre, which, in case you're not an expert, is *corn*. Just before harvest time I asked him, "How is your crop this year, Sam?"

"Terrible," he grumbled. "Just terrible! It's so heavy I don't know how we'll ever get it all in."

But Sam got it in very handily. In fact, his whopping yield was the talk of the county. So the next time I saw him I asked cheerily, "Sam, how did that corn turn out?"

Glumly he shook his head. "Some say it wasn't too bad. But let me tell you, a crop like that sure takes a lot out of the soil!"

Sam firmly believes that nothing good can ever happen to him or to the world in general. His sour disposition generates a constant emotional stress. And this stress—not an organic disease—is the root of his physical sickness! Sam, like millions of others, will remain sick until he learns to cope with his emotions.

Take the case of twin sisters I know. Last December, I went Christmas shopping with them. In the stores, one would say, "I just love to shop at Christmas time. Look at the wonderful array of gifts! Not even the Queens of Rome had so much to choose from." Or, "I'll buy this for Charles. He'll get so much pleasure out of it."

Her twin was entirely different. Upon entering a store she'd say, "These awful crowds! I just hate shopping in mobs like this." To the dog-tired clerks, she was snappy and

rude. At lunch she caused an unnecessary scene with the waitress.

Her attitude was: "With all these things to choose from, it's impossible to make up one's mind. And look at the prices. They certainly sting you here! Last year Charles didn't like what I got him and I know he won't like this year's gift any better. I really don't know why I should get him anything."

The next morning the first sister was about her housework with a song and a smile. She felt fine. The second was in bed with a migraine headache. She complained bitterly: "I can't understand why I always get these miserable headaches."

Can you?

Research has shown that our emotions can produce effects upon our bodies ranging from mild pain to sudden death. EII—which is sometimes called psychosomatic illness, functional disease, or just plain *It's your nerves*—is a common reaction to psychological turmoil. So common, in fact, that probably every one of us has had a bout with EII at some point in his life.

A problem that defies solution, an unhappy marriage, a sense of insecurity—any of these or similar tensions can bring on serious bodily illness.

There is nothing unique about the symptoms of EII. They are just the usual aches,—headaches, neckaches, bellyaches—and the ordinary gamut of discomforts, miseries, fatigue and



"Aptitude tests have been wrong before, dear. Maybe your line
isn't selling row boat oars."

weakness that bedevil all of us. One victim may have backaches; another, dizzy spells; a third, recurrent nausea. The important point is that with EII the mind and not the body is at fault.

WHILE THERE is probably no more Emotionally Induced Illness around today than in the past, medical men are becoming increasingly concerned about it. We have conquered cholera, plague, smallpox, typhus, leprosy and a host of dreaded killers, but we have made little progress against EII.

Now, however, the picture is changing. Out of the bubbling cauldron of today's psychological research has emerged a new concept that gives promise of ending most emotional stress.

This new idea can best be called the *Learning-Maturity Concept* (or in everyday words, *just growing up emotionally*). It is based upon these three points:

First, the amount of emotional stress people have does not necessarily parallel the amount of cares, difficulties and troubles they have in their lives.

To cite an example, there is a man in my county whose life has been an unbelievable series of misfortunes. But through it all he has remained calm and cheerful. He is a wonderful person to share a minute, an hour, or a day with. An admiring neighbor once asked for his magic formula.

Said this remarkable man: "It wasn't easy. The first thing I realized was that I had to accept the inevitable. Second, I tried to make the most of the good things that always remain in life. And third, I determined that there is no defeat one cannot turn into some sort of victory."

Second, people make their own emotional stress because they have not matured in essential ways: They try to handle the ordinary run of adult problems with the reactions of children.

A young wife I knew had never been taught to think and live independently. Her mother had always made all her decisions. After marriage, the girl continued to run to her mother with every problem.

Naturally, her husband disapproved. And he resented the older woman's interference in his marriage. This resentment grew until the bewildered wife—who was still a child as far as independent action was concerned—was utterly unable to cope with it. Her acute emotional stress brought on a severe case of EII. The marriage ended in divorce, and she in the hospital.

Many people never grow out of the egotism and selfishness which are so characteristic of children. All their lives, in marriage, in their work, in their play, they make stress for themselves because they want everything for themselves. When they fail to get all their egos tell them they

deserve, they are intensely frustrated. These adults, who are really egotistical, selfish children, can never understand why they have Emotionally Induced Illness!

There are other ways in which people fail to mature, thus producing emotional stress—and illness:

They never grow out of the receiving-attitude of childhood to the giving-attitude of maturity. Their own little selfish interests blind them to a consideration of the good of all.

They maintain the competitive attitude of childhood rather than develop the co-operative outlook of maturity. "My pa can lick your pa" becomes "I'm going to outsell that guy."

They never develop a sensible, adult attitude in regard to the place of sex in living. Fantasies finally make sex a troublesome obsession.

They fail to rise above the childish level of unthinking cruelty and hostile aggressiveness to a sympathetic, kindly understanding of the rights and problems of others. They are indifferently cruel to their families and unthinkingly hostile to their co-workers.

They never develop the ability to distinguish fact from fancy. The unreal world of their worries seems to them as real as the world of fact.

They continue to be upset and frustrated by setbacks instead of developing adaptability to change. They can't make the most of a bad situation.

They continue to cry and sulk over defeats instead of attempting to turn them into victories. They are incapable of rising above the inevitable and building from the ruins.

Third, maturity has to be—and can be—learned. No one comes by it naturally. We develop mentally; we can develop emotionally.

Unhappily, our schools don't teach emotional health; too often parents don't either. In fact, the most important thing we can ever learn—emotional maturity—is left completely to chance! But we are beginning to face the problem.

HERE AT THE Monroe Clinic we have developed a series of private lectures for the EII patient and his spouse. These are presented by means of tape recordings and automatic slide projection. A series of such sessions shows the patient: (1) how his stress is making him ill; (2) how his stress stems from immaturities in important fields of living; (3) how he may learn to react maturely to ordinary ups and downs. It is all the cure many EII patients need.

A young woman came to the Clinic not long ago with a severe diarrhea—obviously induced by emotional stress. She was on the verge of a nervous breakdown. To make matters worse, her husband was about to sue for divorce.

Actually both she and her husband had failed to grow up. They still

acted like children. A typical day started with one picking up a chance remark of the other and hurling it back, soaked in verbal acid. When the first responded, the battle would be on!

All day, every day, they bickered and fought and shrieked over nothing.

Finally we brought them to see the trouble. Little by little they came

to live with more poise, common sense and consideration. The woman's diarrhea cleared up. The divorce was completely forgotten.

If all of us can learn to stop being childish and can grow up emotionally, we'll avoid a vast amount of physical illness—to say nothing of aches, pains and fatigue.

Reprinted from *Town Journal*

"The statesman who should attempt to direct private people in what manner they ought to employ their capital would not only load himself with a most unnecessary attention, but would assume an authority which could safely be trusted, not only to no single person, but to no council or senate whatsoever, and which would nowhere be so dangerous as in the hands of a man who had folly and presumption enough to fancy himself fit to exercise it."

—Adam Smith

Obstacles are those frightful things you see when you take your eyes off the goal.

The sergeant was drilling his platoon, which was pretty ragged, to say the least. Finally he brought them to a halt.

"You should all be ashamed of yourselves," he growled. "I've seen better drilling by little cans of beer on my television set!"

Nick says: "Once there were three bears who wanted to travel. One went to the sea, one went to the ocean and one went to Hoover Dam. The first bear got sea-sick, the second got ocean-sick, and the third bear got dam-sick."

St. Louis Gets Ready For 33rd NMA Meeting

by Adrian G. Poelker

Chairman, 33rd NMA Meeting and Conference

St. Louis, Mo.—The gates of this famous Gateway City swing open this September to management men searching for new trails in an industrial world rapidly being transformed by new techniques, methods, machines and materials.

But welcoming trail blazers is nothing new for St. Louis. Less than 100 years ago pioneers, traders and settlers poured through the gates and out across the hills and prairies to develop the West.

Ten years ago on this very site, The National Management Association staged the most successful annual meeting in its history. More than 3,000 of the country's top industrial supervisors attended.

This is why people preparing for the 33rd Annual Conference and Meeting of the NMA on Sept. 27, 28, 29 expect it to be both the biggest and the best in the NMA's history.

Headquarters of the three-day event will be the Sheraton-Jefferson Hotel, the city's largest.

Delegates from more than 350 NMA clubs will attend the association's annual business meeting on the afternoon of Thursday, Sept. 27 in the Jefferson's Gold Room auditorium. During this session they will vote on new national directors of the association.

The educational portion of the three-day program begins the following morning with 10 conferences on management topics and six workshops on club and NMA activities. In addition, two panel-type discussions on current management subjects are being planned.

All conference sessions are specifically directed toward new areas, new concepts and new problems in management. There is a careful look into the future in automation, communications, human relations, atomic energy. And there are new approaches to training, conservation, and grievances.

Top industrialists and national figures will address general sessions of the meeting. And it won't be all work. The "Queen City of the Mississippi Valley" has beautiful stores, and parks, excellent restaurants and entertainment for visitors.

NOTE: THIS BOAT IS DESIGNED FOR A REASONABLE MAN - A MAN WHO LIKES TO FISH BUT NOT WORK AT IT. IT PROVIDES FOR HIS EVERY WANT, INCLUDING A FEW THINGS HE COULD DO WITHOUT. TROUT FISHERMEN WILL SNEER, SURFmen WILL SCOFF, MARLIN AND TUNA FANS WILL HISS, BUT OUR MAN CARES NOT, BECAUSE - WELL, JUST BECAUSE ...

THE BIRD
"TRUE
SPORTSMEN"
GAVE HIM



RADAR FOR LOCATING EVERYTHING
SO HE CAN GET AWAY FROM IT

WIND SPEED INDICATOR -
ALSO GEARED TO STIR MARTINS

BROADMINDED - BELIEVES
EVERY FISH STORY HE HEARS,
INCLUDING HIS OWN

TWO-WAY RADIO IN CAP

DARK GLASSES MAKE
CARP LOOK LIKE BASS
INSECT REPELLENT CIGAR
POWER-OPERATED SWINELING,
RECLINING CASTING COUCH

SNACKS
SEA SALT,
NATURALLY

BROADCASTS FISH
MATING CALLS

POTIONS FOR
DROWNING SORROWS,
CELEBRATING
GOOD CATCHES,
PREVENTING SEA
SICKNESS, AGUE,
BITING LEATHER
BITER, SHARPENING
WITS, BRIGHTENING
DAY, OILING TONSILS,
AND HAIR OF THE
DOG.

BILGEWATER,
FISH CLEANING,
MARTINI SEEDS,
AND OLD USED
ISOTOPES

DO-IT-YOURSELF 2000 H.P. NUCLEAR
ENGINE MADE FROM COLD WAR
SURPLUS ATOMIC BOMB,
NEVER RUNS OUT OF FUEL

BIRD HE'S
AS FREE AS

ALARM RINGS WHEN
FISH LIMIT IS REACHED

POLERACK OR
CADDY

RADIOACTIVE
LIVE BAIT

AUTOMATIC, FISH
MEASURER, WEIGHER,
CLEANER AND ICER

FAN BLOWN
FRAGRANCE

DROP FISH HERE

AUTOMATIC
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DOLLARDECK

LIBRARY ON
FISHING, BOATING,
NUCLEAR ENERGY
AND LOVE

TACKLE
FILE

LICENSES FOR FISHING,
BOATING AND LYING

SONAR
FISH
LOCATOR

PORT HOLE

CHUMMING DEVICE
DISPENSES FISH FOOD
AND MARIJUANA

SOUR
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WE DO
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Reproductions of this cartoon measuring 16" x 20" and suitable for framing, may be secured for one dollar, postpaid, from Eldon Frye, Box 475, Del Mar, Calif.

A Supervisor's Guide to Intelligent Labor Relations



ACT ON FACT

by James M. Black

FACTS are rather like icebergs. They go deep. You can seldom judge them by what appears on the surface. You must see the whole picture and act accordingly. Otherwise you'll run into trouble.

Take the case of a man we'll call John Patterson. He was employed by a western metal manufacturer. A good worker he was, too. But he had a hot temper. Also family trouble. The combination wasn't good for his nerves.

One day Patterson and a friend were sitting by a vending machine drinking milk. It was during working hours. A foreman came by and told Patterson to return to his job. Instead of obeying orders, Patterson tossed the milk smack-dab into the supervisor's face. Result: Patterson was suspended. Then, after a management review of his case, he was discharged.

On the surface you would agree

Patterson had it coming. What foreman could tolerate this kind of insubordination? What company could put up with it? But it's only in cowboy pictures that the hero is all good, the bad man entirely villainous. Everyday life tells a different story. There are shadings of right and wrong, sometimes so delicate that it takes a very cool and level headed foreman to size up a situation and act on it objectively and wisely.

Let's get to the bottom of the Patterson story. See what really happened. For, as you might expect, a grievance was filed. That grievance went to arbitration.

Patterson had piled up a baker's dozen months of seniority before the incident of the milk-hurling. Maybe for him 13 was just an unlucky number. Prior to this unfortunate act his record had been a good one.

How did he defend himself? Here

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is what his union claimed: Patterson did not mean to throw the milk. When he jumped up suddenly from a sitting position his abrupt action caused the milk to fly accidentally into the foreman's face. The union added that the supervisor had no direct responsibility for Patterson and consequently no right to order him back to work. Then, and this should come as no surprise to supervision, the union contended the foreman had an unsympathetic personality and was hostile to employees and to the union itself.

The company backed its representative down the line. Patterson had committed a deliberate assault on the foreman, the company charged, and then, realizing the consequences of his act, had changed his story to avoid punishment. It pointed out there was absolutely no evidence to show that the foreman had insulted Patterson or that he had any reason for misrepresenting the case.

The incident occurred at a place in the plant where some vending machines and a lunch table were located. Patterson and a friend had gone there for refreshment. They flipped a coin to see who would pay. Unlucky Patterson lost. He bought milk for both.

It was while they were drinking the milk that the foreman came by. But let Patterson tell his story in his own words.

"We were drinking milk and the

foreman came up on his bike. I was sitting down at the time, and my friend was on the other side of me, and I thought the foreman was talking to him. Later, I asked, 'Say, what did he have to say?' My friend replied, 'He said something about you made your purchase and to get back to work.' I says, 'Okay.'"

But Patterson did not go back to work. He had had no breakfast. He was still hungry, maybe mad at this interference. So he dropped a coin into the slot of another machine for some cookies and then bought some more milk.

He had hardly torn the tab from the milk carton when he saw the foreman returning. This is how Patterson describes the episode. "The foreman walked over to me and he said something, I didn't hear quite what. So I says, 'Are you talking to me, sir?' And he says, 'Yes, you've made your purchases, now get back to the job.' I says, 'Okay,' and when I says 'Okay' the milk spilled on him."

Later on Patterson added there had been so much noise at the time the foreman had spoken to him he couldn't hear what was being said. So he had leaned up close. It was then, he claimed, the milk had spilled.

But though Patterson expanded his story of the case several times, perhaps to further justify his position, the supervisor had a simple and single version of the occurrence.

He stuck to it and maintained throughout the hearing that he got the milk in the face when he walked up to the employee.

We've heard Patterson's side of the incident. Now let's listen to the supervisor's account.

THE FOREMAN said he spoke to the two men who were standing together talking when he first rode up on his bike. He directed them to go back to work. Then, taking it for granted that his orders would be followed, he peddled off to inspect some metal. Five minutes later he returned. To his surprise there was Patterson sitting down. This time not only was he drinking milk, but also eating cookies. His friend had departed.

The foreman walked up to Patterson. Repeated his order. "As soon as I had finished those words, Patterson, who was sitting at the lunch table, jumped up and he had the milk container in his right hand. He stood up, and at the same time he said, 'What the hell is the matter with you?' and threw his milk at me. It caught me in the chest and in the face."

How far was Patterson from the foreman when the milk was spilled or tossed? About three and one-half feet, said the foreman. And what did he do? He left immediately and reported the occurrence to the general supervisor.

That the foreman got a face full of milk there is no doubt. Four wit-

nesses testified that he had milk there and on his shirt too. Even Patterson admitted this.

But did Patterson throw it deliberately as the foreman claimed? Or was it an accident? The supervisor had said that Patterson got to his feet when he saw him coming. On the other hand, Patterson had stated that it was the act of rising that caused him, involuntarily, to deluge his superior with milk.

Experimental tests conducted by the arbitrator showed that while Patterson's story was possible it was hardly likely. Moreover, Patterson's point that he had not heard what the foreman said on the first occasion he had been directed to return to his job was of little help to him. For his friend had repeated the order and had individually acted on it. Patterson admitted this in his own testimony.

There could be no question of the foreman's authority to issue the order. Said the arbitrator in summing up the case: He had that right by his position and by union contract. That Patterson did not personally report to him made no difference. Furthermore, there was no evidence to show that Patterson had been provoked by the foreman's attitude. The latter was not discourteous. Nor had he been abusive or unreasonable. Moreover, a check of the relationship between the two prior to the incident of the milk revealed the foreman bore Patterson no grudge.

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It's the job of management to maintain efficiency in its plant, said the arbitrator. Every supervisor not only has the right but the duty to prevent employees from wasting time. And Patterson was wasting time. So the union's contention that this particular foreman was not Patterson's immediate boss could be discounted. Also its claim that this foreman was unpopular had no bearing on the case. The responsibilities of a manager do not lapse simply because he is disliked by his subordinates. This, observed the arbitrator, would lead to an absurdity. "Suppose," he said, "the foreman had found Patterson and his friend in a fight. Would he have lacked authority to stop it simply because they did not report to him directly, or because he was unpopular?"

AFTER HEARING all the facts, the arbitrator had an accurate idea of what had probably happened. Here it is. Patterson, breakfastless and angry because he had been caught by a foreman while loafing on the job, had thoughtlessly hurled the milk . . . hence he was technically guilty of battery at law. Fortunately a liquid rather than a fist or solid instrument had been used.

Patterson's attack was not a vicious, prolonged or violent one. It produced no physical injury. True, he had been insulting and offensive. He had challenged the authority of a superior. His act could not be excused.

But was his punishment extreme? Patterson had been a good employee. Excitable by nature, he evidently possessed a thoughtless and impulsive temperament. Moreover, he was in domestic difficulties. His wife had left him. He had just been notified that divorce proceedings were under way. He was edgy and upset. The arbitrator agreed that Patterson deserved punishment but not dismissal. In view of his record the termination was reduced to a 30-day lay-off.

Perhaps there are those who would disagree with this point of view. But from a human relations standpoint it is not without its merits. No policy, however correct, should be applied so rigidly that it works an injustice on the employee.

Suppose, for example, the foreman, drenched by Patterson's angry gesture with the milk, had simply walked away. Suppose he had done nothing until he had had the opportunity to cool down and examine the case. Undoubtedly he would have talked to Patterson's boss. He would have checked the record and learned that this was a first offense. Probably, too, he would have heard from Patterson's foreman that the man was under deep emotional strain, that his wife had left him.

Now this wouldn't have justified his act. But it would have explained it. The offended foreman would have been more sympathetic and perhaps asked for a suspension instead of a

dismissal. Patterson himself would have seen that the act was rude, that he deserved punishment. Had the case been handled this way maybe Patterson, the union and management would have agreed a 30-day lay-off was a justifiable punishment, and an expensive arbitration case would have been avoided.

Certainly this is no attempt to judge, second hand, a case already decided. Who can blame a foreman for blowing his top if he has caught a half-pint of milk in the face? And no company can permit a surly employee to get away with such an offense without undermining supervisory authority and destroying plant morale.

But the real test of leadership is this. A foreman cannot let anger, even righteous anger, influence his judgment. Moreover, he must make certain that the punishment fits the offense.

This case is based on an arbitration hearing described in the Labor Relations Reporter.

Three men were standing on a street corner in Cairo. They were an Englishman, an Arab, and an American. A beautiful dancing girl walked by and the Englishman said:

"By Jove."

The Arab said:

"By the prophet."

The American said:

"By tomorrow night."

Anyone who thinks he's indispensable should stick his finger in a bowl of water and then notice the hole it leaves when he takes it out.

Patterson lost 30 days' pay. He had it coming. But the arbitrator didn't believe his offense was so serious it justified dismissal.

There is one thing about a discharge case. It involves a man's livelihood. No arbitrator likes to deprive an employee of his income if there are extenuating circumstances, and those extenuating circumstances can sometimes be fairly slight.

Keep that in mind if you are confronted with the decision whether or not to fire an employee. You may be angry, even furious. But think back over the record of the worker. Consider his motives, the circumstances surrounding the incident. Examine your own actions. Then try to see your case through the eyes of an impartial arbitrator. It will save you much trouble; sometimes it may save your face. Good judgment is based on objective reasoning. It is the hallmark of capable supervision.

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Upset the hour glass and learn



How To Gain An *Extra* Hour Every Day

by Ray Josephs

TIME SAVED is money in the bank. President Eisenhower, Bernard Baruch, Mrs. Eleanor Roosevelt, Dr. Norman Vincent Peale, and scores of others with whom I talked told me that gaining an hour every day meant more leisure time to enjoy life, and a more productive working day. Either way, they profited. So can you.

Here are some tips on how many busy personalities have managed to stretch their working time, instead of letting it tick away from them:

If you start each day by straightening up your desk or work-bench, you're spending valuable morning minutes—time when your mind is freshest—on a routine job. Try clearing up your work area before knocking off in the evening. Then,

you can begin the next day doing jobs that are really important. You'll get those jobs done faster and better.

If you really know your job, there's not an efficiency expert in the world who can save more time than you can—just by *thinking* and *planning*. Don't get into a mental rut. Always be on the lookout for time-saving opportunities.

Even the most brilliant efficiency experts (and the most conscientious job-holders, too) ask themselves four basic questions in an effort to save time:

1. Are there any unnecessary details to my job which I can eliminate, or necessary details I can simplify?

2. Can I combine two or more tasks, getting both done in less time

than it would take to do them separately?

3. Can I rearrange the order in which I perform the steps in my job? (Sometimes, for example, time can be saved by gathering together all the materials necessary for a job before starting it. In other cases, it's better to take the job to the materials.)

4. Can I use a better put-away system to save time on the make-ready of the next job?

One efficiency engineer, Dr. Lillian Gilbreth, suggests that you remember to tell fellow workers, neighbors and friends of the time-saving devices you develop. You'll be doing others a favor, and you'll almost surely get something in return.

Once you've selected the most efficient way to do the job, you can save time by starting off with a bang. Former President Truman is to this day an early riser who knows how to get going fast. A brisk morning walk clears his mind of any early-morning cloudiness, enables him to start work fresh and mentally alert. A walk or some stimulating calisthenics can do the same for you. You'll not only work better, but feel better too.

Keep your work area as neat as possible. Albert Einstein was reportedly able to concentrate anywhere, any time. If you're an Einstein, forget neatness. But if not, you'll find that cleaning up the

clutter—making your work setting as attractive as possible—will help you get more done in less time.

Do your eyes feel tired and strained at the end of the day? While doing research for my book, "How to Gain an Extra Hour Every Day," I learned that two out of five Americans are working at half or *less* of their normal efficiency because of poor vision. You can save minutes, perhaps even save your *sight*, by testing your eyes periodically, getting glasses if you need them, and *wearing* them once you've bought them.

Let machines do as much of your work for you as possible. That's what machines are for. Top executives know this, and so they use dictating machines to save the hours a week they'd otherwise spend waiting for secretaries to come in, sit down, arrange their pads, etc. They not only save their own time, but their secretaries' time as well. Think for a moment: Is there any way you can make better use of machines?

Lengthy visits from co-workers can rob you of precious minutes—hours, in the course of a month. Here are some ways to quiet ear-benders without offending them:

When time is running out, look at your watch or the clock on the wall and sound surprised at how late it is. Wonder out loud how you'll ever get all your work done (as well you may wonder if your visitor is really long-winded!)

Another effective technique is to arrange for a neighbor to interrupt, perhaps ask you a question, when it becomes apparent that your time is being taken up unnecessarily. Do the same for your neighbor and you'll both save time.

If you prefer, just excuse yourself politely and leave for a minute or two. No need to explain where you're going—ear-benders have all the answers, and a good imagination to boot!

Set yourself a goal. Dr. Daniel Poling, world-famous clergyman and author, says, "Years ago I started dividing my day into fifteen-minute time segments. I learned to compress into a quarter hour what might previously have taken twenty to thirty minutes, thus gaining an hour or two daily. Now I no longer need the time segments. The habit is practically automatic."

You may not decide on goals for each fifteen minutes—perhaps morning goals or all-day goals will be better for you. But no matter what period of time you select, decide in advance how much you hope to get done in that period, then *do it*. After a while, it will become almost

like a game, and you'll be a winner every time.

"Detour the details"—that's the time-saving system used by Admiral Robert B. Carney, Chief of Naval Operations. As the Admiral explains it, it's the job of his assistant to see that "Any matter which can be handled by a competent subordinate is not permitted to reach my desk. This device probably spares me as much as an hour to three hours daily."

But suppose *you're* an assistant. Can *you* "detour the details?" Well you can, if you make a group of folders on your desk into your "assistant." Slip each day's accumulation into its proper subject folder, in chronological order. Then, when the boss asks, "Where is that letter I wrote on such-and-such a subject the other day?" your "assistant" will have the letter ready and waiting.

There are many more ways in which you can save time—many of them you'll think of yourself if you look for them. The important thing is to look! You can do a better job—advance faster—have more time for yourself—if you learn to *gain an extra hour every day*.

Man: "Let me have some long winter underwear."
Clerk: "How long do you want it?"
Man: "I don't want to rent it. I want to buy it."

An egotist is usually me-deep in conversation.



BUSINESS NOTEBOOK

By William M. Freeman

MARRIAGE CAN BE very pleasant, and it is therefore advisable not to let the wife read the following: A prudent and thrifty woman is a joy to have around, especially if she is fair to look upon and you love her. It is customary in this country for husbands to give their wives money with which to run the house. It is also customary, unfortunately, for the wives to serve odds and ends baked in a casserole instead of roast sirloin of beef. This way they have something left over from the household money to be used for other purposes.

Here is the news: The money thus saved belongs to the husband! So, in effect, reads a little-publicized ruling by Mr. Justice McDonald in Brooklyn Supreme Court.

A husband had been giving his wife \$2,000 a year for a period of 40 years, this money to be used for household expenses. The wife was exceedingly prudent, rented out rooms to boarders and, all in all, saved enough to acquire two real estate properties.

The husband set forth in a suit that the money he had been handing over was not a gift, but was earmarked for the purpose of providing a home for themselves and their children. Therefore, he said, the surplus belonged to him.

The court sided with the husband, although remarking that he didn't like the idea and that few would have the courage to apply such a rule in their own households. That prudent home is a very unusual one in an era of—

EASY PAYMENTS

—for everything that goes to make a home. Furniture, appliances, automobiles, the house, even the marriage ceremony can be bought for so much down and so much a week.

Some economists think credit is altogether too plentiful, putting an unfair burden on future generations. Installment credit outstanding now

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in 1955 to almost \$27,895,000,000. This does not seem to me to be too high when the gross national product is rocketing along at the astronomical figure of close to \$400,000,000,000 a year.

Theodore H. Silbert, president of Standard Factors Corp., a major concern dealing in business credit, has an answer for those favoring a rationing of credit and a limit on how much a consumer can owe. He pointed out that installment credit is experiencing the lowest delinquency rate in 10 years and said the rise in the total of debt outstanding is caused by the growing middle class which earns more and wants a higher standard of living.

"These people by apportioning part of their current income can use a vast variety of durables and pay for them as they use them," he said. "This, in turn, keeps the wheels of industry turning. It is impossible to have mass production without mass sales. It is similarly impossible to have mass sales without mass credit."

Mr. Silbert's views make a good deal of sense. There is little likelihood of official Washington disagreeing with him and restricting consumer credit. In fact, with an election coming up, an easing would be highly popular. Steps toward easier money have just been taken by the Federal National Mortgage Association, the Federal Housing Administration and the Veterans Administration. Government insurance was restored for 30-year mortgages. This action lowers monthly payments and permits more prospective buyers to qualify for mortgages. Banks, too, can get more money from Washington to use for such loans. All the customer need do is sign on the dotted line.

THE PROFITABLE SMUDGE

When the small boy dips his hands in jam and begins painting the wall—applaud, don't spank. He is assisting the American economy.

So, in effect, says Henry W. Wyman, vice president of the Pantasote Co., which makes coated fabrics, vinyl film, sheeting for draperies and upholstery and similar products. Here are his exact words on the child and the jam:

"The children's market will play a large part for the plastic industry. The retail value of plastic wallpaper will amount to at least \$25,000,000 annually."

Mr. Wyman also contemplates the birth statistics happily: There are now 67 per cent more children under five years of age than there were

in 1940, and the number of births in 1955 reached 4,200,000, against 2,538,000 in 1940.

George K. Frischer, president of Holiday Plastics, Inc., of Kansas City, estimates sales of the plastics industry as a whole at close to \$2,000,000,000 in 1955, and looks for double this figure by 1960. In 1940, he commented, average consumption was nine pounds, and by 1955 it had risen to 83 pounds, with 152 pounds per person expected in 1960.

All in all, when Junior smudges the wall, give him an ice cream cone—and close your eyes.

IDEAS OFFERED

Business men looking around for new products, new methods, new concepts, new ideas, need look no more. American Telephone and Telegraph Co. and International Business Machines Corp. have thousands to give away or rent. The two industrial giants have signed anti-trust decrees that change their operating methods radically, for the benefit of the economy as a whole.

A.T.&T. will license 8,600 patents without royalties and will license all present and future patents to concerns in this country at "reasonable and nondiscriminatory rates." I.B.M. now will sell all new tabulating and electronic data-processing machines, instead of renting.

OFF TO THE FAIR

If it is necessary to have a business conference, why not have it at some major center of trade, finance, commerce and industry such as, say, Paris, Amsterdam, Rome or Milan?

That way the cost of the trip can be a business expense, and therefore a deductible tax item. (Of course, you have to prove that the conference actually is for business purposes and must be held in the city of your choice.)

What brings this to mind is the fact that the Milan Fair is to be held this month, and the Hotel Cavalieri there has let it be known that conference rooms will be available to business men at no extra charge during the fair and throughout the new year.

The Cavalieri may or may not have heard of how the American income tax operates. It is quite certain that its American representative is well aware of how the annual return is put together.

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"Go upstairs and tell Ed to raise his drill press a little."

WASHINGTON REPORTS FOR SUPERVISORS



By Samuel Irish

ARE YOU GETTING OLDER? If, like this reporter, you are, then you will be interested in legislation now pending in Congress to make the aged more secure.

In the Senate, different measures would establish a commission to study and come up with programs for solution of the problems of the aged. In the House, among several bills is one sponsored by vigorous, 45-year-old Congresswoman Edith Green of Oregon to set up a Bureau of Older Persons within the Department of Health, Education and Welfare to advise the Secretary of HEW in administering a multi-million dollar fund for aiding State programs and for direct Federal participation. (An "older person" is defined as one over 65—an age that is seeming less and less odd to this reporter with every passing year.)

All of the proposed legislation is related to the fact that the fastest growing segment of our population consists of persons 65 years of age or over (3 million in 1900; 14 million in 1955; 21 million forecast for 1975); and that in the last half-century—

"our national economy has moved from one based primarily upon agriculture to one of huge industrialization, creating new and unanticipated social problems, particularly with respect to older persons; these have been shunted more and more to an insecure, dependent, and much too hopeless and helpless a position in our society, through the deprivation, because of their age, of their opportunity for gainful work and by compelling them to retire prematurely." (H. R. 8941).

Among the problems relating to persons who have reached the conventional retirement age that are specifically listed for attention are "employment and employability; income maintenance; health and physical and mental care; housing, living arrangements, and family relationship; and effective use of leisure time."

All the bills either tacitly or implicitly recognize that initial responsibility for working out programs is primarily a responsibility of the States. The proposed Federal legislation would encourage and support State efforts. The field of "geriatrics," which is the technical name given to the study of problems connected with aging, is new as a science. Thus an important function of the Federal commission or bureau would be to review the results of State programs to see which were the most successful and how and why.

POLITICAL NOTE

One Senate measure relating to the aged has 56 sponsors. Total membership in the Senate is 96, and therefore if every Senator who sponsored the measure would vote for it, the bill would have much more than the bare majority—49 votes—needed to pass. Yet this particular measure is unlikely to get anywhere.

As one Senator, who is a member of the Committee on Labor and Public Welfare before which the bill is pending, pointed out to this column:

"All the bill does is set up a 10-man commission to make a study of the problems of the aged and aging and then report back to Congress. It would be dominated by Eisenhower appointees from the executive branch and private life.

"The commission would not have to do anything at all, or come up with any policy or recommendation, yet the Republican administration could use its mere existence as basis for beating the drums throughout the country as to what the Republicans are doing for the aging. They'd get a lot of votes for free, so to speak, on the basis of the implied promise that sometime something might be done.

"We don't need still another Presidential commission to tell us, after study until after the election, that the problems of arbitrarily retired workers thrown suddenly upon their own are serious, both for the workers and for the community. We need action, not another study group."

LABOR UNDER FIRE

Unions, along with manufacturers, farmers, food processors, retail merchants, and others have some very watchful observers and "legislative engineers" (a two-bit word for lobbyists) on Capitol Hill. Also, unions, along with corporations, have been known to make campaign contributions to candidates whom they thought would act for their side of an issue. (Both

Capital and Labor can be said to follow the Gompers' line of "reward your friends and punish your enemies.")

The political power of the giant nation-wide and international corporations has not gone unnoticed by such Senators as O'Mahoney of Wyoming, who described General Motors, with net earnings of more than \$1 billion last year, as an "economic State in itself" (its employees outnumbered the entire population of some states, and its operating budget is substantially larger than that of an even larger number). However, political and lobbying activities on the part of unions have come in for more vocal attention in Washington of late. In the debate on the pressure groups involved in the bill to remove Federal controls over natural gas producers, the propaganda efforts of Big Labor against the bill were denounced on the Senate floor and were made the subject of official Committee inquiry.

The pressure activities of the oil and gas and public utility lobbies were also denounced and investigated, but that's an old story. They're veteran "whipping boys." For Big Labor to be scolded openly on the floor of the Senate and in open committee hearings is not so common, especially in an election year.

OLD KING COAL WARMING UP FOR THE ATOM

In the great American tradition, the coal industry is preparing to meet the challenge of atom-produced power. The Washington-based National Coal Association is sparking activities designed to cut costs of electricity from coal below those optimistically forecast for atomic energy. The coal men's line of attack is for greater mine mechanization, luring power plants to settle close to mines, trying to hold down coal freight rates and seeking to squeeze more power out of each pound of coal.

As a result, some new plants with extra-low coal freight costs can deliver power at only four mills a kilowatt-hour, less than half the nine-mill cost of the cheapest electricity expected from atomic plants now on the drawing boards. The four-mill figure also is a significant slash from the seven-mill-plus average cost of coal-produced power to all U. S. industrial customers.

A HANDSOME PRIZE

The prize in the developing atom-coal rivalry is a handsome one. Today, coal provides the raw material for more than 50 per cent of all electricity produced in the U. S. and for better than 65 per cent of the fuel-produced power. Power-plant furnaces consumed 115 million tons of coal in 1951.

and 137 million tons last year. This year, they're expected to burn up over 142 million tons.

Coal men concede they're bound to lose part of their power market to the atom. But they deplore "unwarranted optimism" over atomic energy as a source for commercial power. If atom power comes into wide use soon, they maintain, it will be only because of Government subsidy. And coal men flare up at this prospect.

"There now exists no substantial reason for headlong development of a big Government subsidized industry to generate atomic-fueled electricity for commercial purposes,"

according to the National Coal Association.

16 TONS IN ANOTHER DAY?

Mechanization of mining may make the popular song about loading 16 tons a day come true. Average production per man per day has increased from 5 tons in 1940 to around 10 tons now. With still more mechanization, Bureau of Mines experts foresee a 16-ton a day average output per man as a reasonable possibility.

The Bureau points out a dramatic demonstration of this trend. The Pittsburgh Consolidated Coal Co. has put to work in its Ohio surface mining operations a power shovel so huge it can lift enough earth in one bite to fill two railroad hopper cars. The shovel strips away earth and rock, laying bare the coal vein.

Since power and power costs are a basic part of any industrial operation, supervisors have a stake in the battle between King Coal and the Atom. They and the American people will benefit.

Installment-buying is a credit device by which the months are made to seem shorter.

"Profit-sharing has been defined as an emphasis on 'the togetherness, the unity, the oneness of interests and hopes and purposes engaged in business.' This definition strikes the fundamental note of profit-sharing because this feeling of 'togetherness,' of a shared goal and a shared reward, of the importance and dignity of each individual, satisfies one of the most basic of all human needs as it has been translated, and adapted for our civilized way of life."—Joseph J. Morrow, personnel relations director, Pitney-Bowes, Inc.

The NMA Library

How's your reading habit? Broken by the TV set? . . . Here are five books in The National Management Association's travelling library that can get you started again. They can be ordered by addressing a post card to Librarian, The National Management Association, 321 West First Street, Dayton, Ohio. Refer to the book you want by both title and code number.

How To Live 365 Days A Year, by John A. Schindler (Prentice-Hall, Inc., New York, 1954). Code Number A-433

This one is currently a best seller, and for good reason. Dr. Schindler sets forth, in inspiring fashion, some applications of basic psychology to everyday living. This volume has the tremendous asset of being very readable. Valuable advice for practically everyone.

Applied Imagination, by Alex F. Osborn (Scribner's, New York, 1953). Code Number A-426

More and more attention is being focused on creative thinking in management. The writer, whose experience ranges from college teaching to co-founding one of the largest advertising firms in the country, has helped to spur interest in the subject. This volume formulates, step by step, the practical application of productive creative thinking. The many examples and illustrations make this immensely interesting reading.

Power of Words, By Stuart Chase (Harcourt, Brace and Co., New York, 1954). Code Number C-429

Another dynamic book by the author of *Tyranny of Words*. As usual, Mr. Chase has much to say, and he says it quite well. This one covers the latest findings in communications and semantics.

Selecting and Developing First-Line Supervisors, by George D. Halsey (Harper & Brothers, New York, 1955). Code Number D-427

An excellent review of some of the latest techniques used in supervisory selection and development. The author draws upon the practices of a number of companies to illustrate the various methods.



Kokomo Foremen's Club

Management Team of the Month



THE Kokomo Foremen's Club is hereby nominated for the Management Team of the Month award on the basis of its successful year-round promotion of new NMA clubs and our \$1,178 "Get out the Vote" campaign.

Our entire 750-member club, which is one of the largest service organizations in the state of Indiana, functions as efficiently as a small committee on our new club promotion. Our 1955-56 motto is, "NMA headquarters, another charter, please!" Our members, on the average, spend \$10 per year from their personal bill-folds on new NMA club promotion. Hardly a week goes by that a carload of Kokomo Foremen's Club members is not racing off for a distant industrial city to spread the gospel of The National Management Association.

Last year, our club members traveled over 2,000 miles in the promotion of new NMA clubs. We estimate our members and club spent \$175 on long distance telephone calls for the promotion of new NMA clubs.

We provided 210 complimentary dinners at our monthly club meetings for prospective NMA club people. Following the meetings, special coffee sessions are held at an officer's home for a more relaxed discussion of what NMA affiliation can mean to any group of industrial management men.

Since our own club already has outgrown any local dining hall's ability to handle our monthly meetings, we have turned our enthusiasm for membership recruitment to organization of new NMA clubs.

In recent months, we have organized and seen chartered the NMA clubs at Alexandria, Indiana; Linde Air Products of Indianapolis, Indiana, and P. R. Mallory Co., also of Indianapolis.

Our minimum work week for new club promotion has been set at 30 man-hours.

For several years, the Kokomo Foremen's Club has been drum-beating for an improvement in the voting record of eligible citizens of this city of more than 40,000. At

the most recent election, our club activity on the Get-out-the-Vote campaign hit an all-time high and the results had been thought impossible by civic leaders.

The club interviewed and reported to voters on the backgrounds and ambitions of every candidate seeking local public office. A booklet containing all the information on every office-seeker was printed and distributed to every home in the county, at club expense and by club members.

Kokomo Foremen's club speakers gave radio talks on the qualifications of public office candidates on programs titled "Voice of the Kokomo Foremen's Club."

The theme of the campaign became, "No matter what your politics are, get out and vote."

At the end of the 90-day club campaign, Kokomo civic enthusiasm for voting was at fever-pitch. The

result was 14,838 well-informed voters going to the polls, which was over a 75 per cent increase in Kokomo's previous best year at the polls. The club's membership was 100 per cent registered and every member voted.

The campaign cost, not counting the personal expense and time of our membership, was \$1,178, but the civic good will for the club's "extravagant and patriotic program" was worth many times that figure.

The campaign also strengthened our club's membership unity and gave our members civic leadership experience.

We have better-qualified public office-holders because a better-informed, vote-responsibility-conscious Kokomo public exercised their right to cast secret ballots according to the dictates of their conscience.

*Joe R. Cain, President
Kokomo Foremen's Club*

Some people never discover The Difference Between PEACE OF MIND and PIECE OF MIND.

"If men use their liberty in such a way as to surrender their liberty, are they therefore any the less slaves? If people by a plebiscite elect a man as despot over them, do they remain free because the despotism was their own making?"

—Herbert Spencer

SALESMEN WANTED

by Dennis C. Orphan

ALONG WITH America's dangerous and growing shortage of engineers and scientists, business men have long been bewailing the ever mounting shortage of good salesmen. In many industries this shortage is looked upon as the Achilles' Heel of a full production economy.

Nowhere is this weakness more apparent than in certain phases of the home improvement industry now in the midst of its biggest national program.

Door-to-door selling has changed little since the days of the itinerant peddler. Its technique is ideal for the product of low saturation, the new idea, the missionary work. Changing times, a sellers' market, the self-selection counter, and the supermarket have all taken their toll of the great American itinerant salesman. Except for the improvement salesman, who sells products door-to-door that must be individually fitted to each home, this great sales runner of the free enterprise system has all but vanished.

Even while bucking a salesmen shortage in the home improvement field, one industry somehow managed to mushroom from a stripling youngster into a strapping giant in the space of a few short years. This is the aluminum awning industry, which despite major growth realizes that it must face up to the manpower shortage or else remain at a standstill.

The aluminum awning, virtually unknown before World War II, had grown into a \$25,000,000 business in 1948. By 1954, its production constituted a \$100,000,000 industry, and 1955's output is estimated at a whopping \$200,000,000.

But while aluminum awning sales were boosted 700 per cent in the past seven years, and while manufacturers see no end to its growth possibilities, the quantity of its salesmen has remained almost static at 1948 levels.

To the aluminum awning manufacturer, whose product has been a boon to the home improvement salesman, the control on production

is the individual salesman who operates out of a dealer's or distributor's showroom.

Unlike most products that can be "robot" sold by supermarket selling, metal awnings must be individually sized and fitted to each home and their "need" must be sold to the customer. To this industry, then, there is no substitute for the door-to-door salesman and his scarcity has been an ever-tightening brake on the aluminum awning manufacturer.

Jack Orchard, president of Orchard Brothers, Inc., manufacturers of Alumaroll Metal roll-up awnings, went into the field to visit his company's dealers and distributors. He found many dealers were giving new sales recruits sporadic training consisting of instruction in how to fill out an order blank, how to read a price list and a fast glance at some product sales literature. Dealers complained that they couldn't take the time for training classes. They reported the acute pinch of not being able to find new salesmen. The field offered good money but potential sales recruits wouldn't even listen. Door-to-door selling seemed to be on what was considered the lowest rung of employment, even though it offered the most lucrative dividends of selling.

Now, Orchard has come up with what he believes to be a solution to the home improvement industry's manpower shortage.

His answer: a \$100,000 hiring

and training program instituted by his company to benefit Alumaroll dealers and distributors. This program, the first in the home improvement industry, would take door-to-door salesmanship out of the horse and buggy era, Orchard thought. It would elevate the plane of door-to-door selling in the eyes of prospective sales recruits. And it would cut the toll of inadequately trained salesmen who drifted into the field for short, ill-fated flings.

To fashion this program Orchard Brothers retained Science Research Associates to devise a recruiting and screening program that could be effectively employed by Alumaroll's dealers and distributors. Orchard called in Seminar Films, Inc. to create a training program that would be used with the recruiting and screening phases.

A unique recruiting program was devised to attract good sales recruits in sufficient numbers to Alumaroll dealers and distributors by Science Research Associates. To insure its success, tests were conducted in a large number of cities. The results were gratifying and Orchard Brothers is confident that its new recruiting approach will provide a rich store of men who want to sell Alumaroll.

For screening the recruits, another program was devised. Months were spent in the field, testing and making case studies on more than 100 Alumaroll salesmen in 14 cities

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in all parts of the country. Based on findings, a complete sales screening kit was developed. This kit contains a battery of aptitude tests, standards, a manual, and simple instructions for their use by dealers and franchise holders on the local level.

Out of this study come some startling facts, such as: "The odds are more than two to one that the home improvement salesman who comes into his job without previous sales experience will be a more effective salesman than the man who has had several years of experience. . . ."

Previous selling experience in the home improvement field, it was found, is not necessary to develop a productive salesman, providing he is given adequate training.

Seminar Films, which has made loop-training films for banking and industry, turned its camera sights for the first time on door-to-door selling. After many months of work in the conference room and in the studios, a film series has been developed which tackles the problem of door-to-door prospecting and selling.

It is centered around a package of films that make actual workouts with "live" customers a part of the training technique. Involved is a revolutionary new use of sound motion

picture film. Trainees actually talk to customers on the screen, who listen and fire back with sales resistance, questions, and objections. Each film situation is presented on lesson-length loop film (end spliced to beginning) which repeats continuously as trainees practice to gain skill and confidence.

The repetition that is possible with loop-film enables trainees to practice and perfect their ability to put on a peak presentation using Alumaroll's scale model kit and other sales aids. Not only do the training films test the trainees' understanding and build his confidence in any situation he may meet, but they compress into a matter of hours the equivalent of weeks of experience.

Alumaroll's hiring and training program shows how to recruit a salesman and whether or not a sales applicant will be a successful salesman. And this confidence building is all-important in today's thin labor market where competition for good men is great.

This pioneering program, it is hoped, will provide a successful answer to the manpower and sales problem in the home improvement industry. It will be offered as part of Alumaroll's regular service to its dealers and branch factories.

Here are the answers to "Test Your Word Sense" on page 22.

1-d, 2-c, 3-a, 4-c, 5-b, 6-b, 7-c, 8-a, 9-d, 10-d



A quick-thinking employee came up with a new one when his foreman said, "Hey, bud, how come you're sleeping on the job?"

"Goodness gracious," he shot back, "can't a man close his eyes for a minute of prayer?"

Girl: "Oh, Tom, you're too slow."

Boy: "I'm afraid I don't grasp you."

Girl: "Yes, that's just the trouble."

The doctor was making snap diagnosis.

"Have you ever jumped up in bed with a jerk?"

Young lady: "Why, doctor, I'm not even married."

A woman went to a doctor to complain about her husband's delusion. "It's terrible, Doctor," she said. "All the time he thinks he's a refrigerator."

"Well," consoled the medical man, "that isn't too bad. Quite a harmless delusion, I'd say."

"The delusion I don't mind, Doctor. But when he sleeps with his mouth open, the little light keeps me awake!"

Dinner Guest: "Will you please pass the nuts, Professor?"

Professor, absent-mindedly: "Yes, I suppose so, but I should really flunk them."

Jack: "Why is your car painted blue on one side and red on the other?"

Mac: "It's a great scheme. You should hear the witnesses contradicting each other."

Are You Promotable?

by Phil Glanzer

EVER feel that the higher you rose in your company, the less satisfaction you got out of your work and, of course, the less enjoyment you got out of life?

If this thought has occurred to you, you may be a perfect prospect for a recent warning issued by Dr. Robert Collier Page, prominent American specialist in industrial medicine.

"Your chances of getting ahead in the next decade are going to be many times greater than anyone has ever known," he says, "and opportunity for every able man and woman, from office boy to vice-president, will be spelled out in letters as big as barn doors.

"There is a terrible danger hidden in this." Dr. Page goes on, "unless you are up to the challenge mentally and physically, your next promotion could kill you!"

What are the reasons for this?

The doctor believes that "your capacity for tension has a limit beyond which it isn't safe to go. The patterns you establish in your late 20's and early 30's largely determine your load-carrying capacities during your 40's and later.

"Crackups in middle life are usually the consequence of what you

have accumulated or abused in your earlier years. And most crackups are needless. They are a self-invited penalty we North Americans are paying for a doubtful standard of material success.

"In Europe and over most of the world," he concludes, "physical and mental crackups are rare, despite wars and tensions more trying than ours."

If you want to survive the coming ordeal, Dr. Page offers this advice:

First, "Make up your mind definitely whether in your case the pleasures of responsibility outweigh the inevitable pains. If they don't, reject the responsibility. It is not for you.

Second, If your present responsibilities aren't fun at least half the time, you're over-loaded. Remedy: unload.

Third, Ration yourself quite a bit on food, liquor, and tobacco. They're not appetites to cultivate for a life of responsibility.

Fourth, Increase the amount of outdoor physical exercise you take, your leisure and your vacations. You're going to need lots more of all three.

Fifth, Delegate more authority—even at the risk of being dubbed a buck-passers.

"Here was a firm that in 1921 had taken 62 per cent of the passenger car market in its stride. In 1946 it was selling only about 22 per cent of the industry total and was still sliding downward. It faced the postwar market with rundown plants, obsolete products, almost nonexistent financial control, an inadequate engineering staff and just sufficient cash to meet its daily operating requirements. In other words, we found ourselves short on everything but determination—and a great asset in the name Ford. . . . In November, 1946, some four months after I joined Ford Motor Co., I announced in a speech at Jefferson City, Missouri that the company had lost \$51,600,000 during the first three quarters of that year. We were able to end that year with a very small loss, fortunately, and in every year since then have made a substantial profit.

"For the nine months ended September 30, 1955, the profits of the Ford Motor Co., both before and after taxes, are greater than any total year's profit in the history of the company. In fact, it is estimated that earnings this year before taxes will surpass the aggregate earnings of the company for the entire 21 years prior to World War II; that is, the sum of the earnings before taxes for 1919 to 1939 inclusive.

" . . . Ours is truly a free competitive system, limited only by our own capabilities, imagination and determination. We must ever be alert to preserve it."—*Ernest R. Breech, Ford Motor Co.*

NMA CALENDAR

APRIL 9-13, 1956—Management Unity SeminarDayton, Ohio
APRIL 14, 1956—Southern California "Work Wiser" ConferenceLos Angeles, Calif.
APRIL 14, 1956—Southwestern Ohio Area Council..Springfield, Ohio
APRIL 14, 1956—Greater New York Area Council..New York, N.Y.
APRIL 21, 1956—Southern West Virginia CouncilCharleston, W. Va.
APRIL 21, 1956—Wisconsin CouncilFond du Lac, Wis.

NEW CLUBS

Aeronca AMD Management Club, Aeronca Manufacturing Corp.
Aircraft Maintenance Division, Ft. Rucker, Ala.
Quincy Management Club, Quincy, Ill.
Altoona Management Association, Altoona, Pa.

SPEECH FORMULAS

Introductions and Nominations

(Fifth of a series of articles)



by LESTER L. McCREERY, Ph.D.



INTRODUCING speakers and nominating candidates for office are techniques often abused by persons entrusted with such assignments.

Too often, the person making the introduction or nomination becomes enthralled by having a captive audience at hand, and decides to make a speech of his own. At long last, when the speaker or candidate is presented, the audience has become bored and irritated and the individual being presented has become annoyed and has lost his enthusiasm.

A few simple rules will help avoid the sorry mistakes and subsequent unpopularity which result from poor handling of such situations.

The first and paramount rule is for the person making the introduction or nomination to realize he is not making a speech, and *under no*

circumstances should he be tempted to do so. This is no occasion for him to display his wit or learning. He has one function, and only one—to present his speaker or his candidate as efficiently and effectively as possible.

Proceeding from this, in introductions the audience will be concerned about the following:

1. Why the subject is of interest to the particular audience. In discussing this phase of the introduction, no mention should be made of the speaker's name. In fact, the person making the introduction should not look at the speaker until the very last step. In discussing briefly why the subject is of importance or interest to the particular audience, the introducer should limit himself to a few pertinent observations on the interests of the particu-

lar group. At the same time, *he should take care not to encroach on the material the speaker will use.*

2. What are the speaker's qualifications to talk on this particular subject? Again, do not mention the speaker's name, and do not look at him. Talk directly to the audience. Don't use the meaningless phrase, "our speaker is well qualified." Instead, state *the specific things he has done* to give him the necessary background to make the talk.

3. Present the speaker's full name, speaking it clearly and correctly, to the audience. You still do not look at the speaker. Often, at this point, the person making the introduction will turn to the speaker and announce his name, thus preventing the audience from hearing it clearly.

4. Turn to the speaker, indicating that you are ready for him to come forward.

A sample introduction follows:

(1) *"Members of the American Society of Mechanical Engineers. For a number of years one of the most perplexing problems in hydraulics has been the occurrence of cavitation.*

(2) *Our speaker today has spent the last five years doing intensive research on cavitation. Recently he was called to England to give a report on his findings. A number of his published articles have appeared in Engineering Journal and in The Spillway.*

(3) *We are indeed fortunate today in having as our main speaker, Professor Donald Markham.*

In making nomination speeches, the following procedure is recommended:

1. Give the audience a brief outline of the requirements of the office. Don't mention the candidate's name, yet. If there are certain improvements needed in the conduct of the office, point those out, if possible without making uncomplimentary remarks about the incumbent.

2. State the qualifications and experience of the candidate. Don't mention his name. Refer to him as, "the candidate whose name I wish to submit." Show how he has handled other important positions comparable to the office for which he is being proposed. Wherever possible, point to specific performances rather than resorting to vague comments about the honesty and integrity of the candidate.

3. Give the listeners a brief look into the future as the office will be conducted by your candidate.

4. Submit the candidate's name.

While there may be a few exceptions to the foregoing suggestions for introductions and nominations the wise person will follow these rules and avoid the risk of antagonizing his audiences and his candidates.



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I wonder if you understand the setup here, Chip? Our payroll
is charged against production."



How would you have solved this?

NOTE: As a special feature two supervisory problems are presented in this issue. In order to be considered for cash awards and certificates of special citation:

Answers to Problem No. 1, "Should George Buck The Boss?" must be postmarked no later than May 1, 1956.

Answers to Problem No. 2, "Why Doesn't Tim Play It Safe?" must be postmarked no later than May 15, 1956.

Winners of Problem No. 1 will be announced in the June issue of MANAGE. Winners of Problem No. 2 will be announced in the July issue. Address your solutions of no less than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

PROBLEM NO. 1 . . .

SHOULD GEORGE BUCK THE BOSS?

Sometimes the relationship between supervisors and their superiors can be more troublesome than the relationship between the supervisor and his men.

Bob, Ted and George all worked as line foremen for Homer, general foreman of machining. Bob and Ted were newcomers to the company and had a lot of enthusiasm and energy. However, a conflict soon developed between the two and Homer. He was conservative. They wanted to change things. After Homer blocked them several times they took matters into their own hands. They decided to form an alliance with George and freeze Homer out by assuming his authority.

At first George thought it was a good idea. There were times when Homer did things George didn't agree with. But Bob and Ted did things that made George realize they would stop at nothing to gain their point.

What would you do if you were George?

(Remember the deadline May 1, 1956)

PROBLEM NO. 2 . . .

WHY DOESN'T TIM PLAY IT SAFE?

Doc had been a foreman at LOSU Mfg. for 25 years but he'd never run into the kind of trouble he was having with Tim.

Tim was one of his best punch press operators. He could really turn out the stuff. Nobody could get more out of a punch press. But he had slowly changed his attitude about safety. In the past few weeks he had repeatedly violated all the basic principles of safe operation and had been given a disciplinary lay-off. Doc didn't want to give him the time off but he felt it might change Tim's attitude.

Several days after Tim returned to work, Doc passed by his press on the way to the Superintendent's office. He noticed Tim was observing all the safety regulations. He felt good. Good, that is, until he came back. There was Tim with the hand guard off again. He immediately ordered Tim back to the office.

What would you do if you were Doc?

(Remember the deadline May 15, 1956)

THIS WAS THE SUPERVISORY
PROBLEM FOR MARCH

Wayward, Inc. is a progressive company with a good management development program. However, Tom, a young member of the management group, takes a dim view of the whole thing. He has, for example, twisted the company's merit rating program to suit his own ends.

There is a trouble maker in his department named Frank Zoe. Tom can't cope with him but he keeps giving him a clean bill of health on quarterly employee evaluations.

When Mark, the foreman of another department, asks Tom for a man for permanent assignment, Zoe is the man. "Here are the records on Frank Zoe," says Tom. "Judge for yourself." Mark falls for the bait and takes Zoe.

This gives Tom a big laugh. But when Mark finds out the real truth about Zoe, he tells the boss. Naturally, the boss is furious with Tom. The action he took was interesting. What would you have done if you were Tom's boss?

THE WINNERS

The following are the best solutions to the supervisory problem for March. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

FIND OUT WHAT'S WRONG
WITH TOM

By Walter Klostermeier, Granite City Steel Co., Granite City, Ill.

The first thing I would do, as Tom's boss, is find out why he takes a dim view of the management development program—I would question myself to determine if I had adequately explained and stressed the importance of the program. If I determined that I had been negligent, I would take immediate steps to make certain all supervisors had a clear understanding of the importance of the program. I would decide upon a system

of following up to make sure the program, including the merit rating system, was being carried out thoroughly and equitably.

Disciplinary action against Tom should be remedial as well as punitive. I would impress him with the seriousness of his irresponsible rating of Zoe. I would let him know that his action would seriously impede his progression within the company, but that by sincerely and enthusiastically carrying out all of his responsibilities, especially those involving human relations, he could erase this blemish on his record. I would also insist that he thoroughly explain his past ratings of all other employees under his supervision to determine if there were any other cases of unrealistic rating. Tom also would have to substantiate, with records where possible, all ratings he would make for the following six months and submit them for my approval.

I would also be curious about the matter of communications. If Tom had been having serious difficulties with Zoe, why hadn't he told me about it—asked me for advice and assistance? I would check all areas of my responsibility for danger signals pointing to a lack of communications.

MAKE ZOE INTO A PRODUCER

By Leon Bronstein, Culver City, Calif.

There are several ways to deal with a trouble maker. One is not born that way and naturally personalities and jobs enter into the matter.

Zoe may know his job very well, but his trouble-making activities set him off from the others and the whole problem may be laid on the shoulders of a young foreman who has been unable to take the bull by the horns . . . a young foreman who has not learned to shoulder his part of management responsibilities.

It is up to Mark to make a good producer out of Zoe. He should find out

why Zoe is a trouble maker and then discuss the matter with him.

In addition, Tom's boss should show him where and how he can avoid this sort of trouble in the future. He should show him the value of honestly meeting and solving troubles and problems as they come up.

SHOW TOM WHY

By E. H. Ayers, Clark Equipment Co., Battle Creek, Mich.

I would discuss the matter with Tom and establish, and try to understand, the real reasons why he had not been following the company's merit rating program. An understanding would be developed with Tom as to why it is wrong from his personal viewpoint to give a man an incorrect rating. Every effort would be made to have Tom develop a different perspective and definitely establish a changed attitude showing that he is sold on, and will follow, the company rating system.

The detailed problems of Frank Zoe will then be discussed and an attempt made to understand why Frank is frustrated and what can be done to win him over to an attitude of good will and co-operation. Frank Zoe will then be transferred back under Tom's supervision and given a complete story by Tom as to why the past record was not straight and ask for specific suggestions from Frank Zoe as to what he feels should be done.

HONORABLE MENTION: C. R. Howerton, Tulsa, Okla.; Joe Stein, Los Angeles, Calif.; Casimer Cichanek, Toledo, Ohio; John James, Tucson, Ariz.; Frank B. Herel, Middle Village, N.Y.; Jack Paschedag, Granite City, Ill.; Ernest Walker, Granite City, Ill.; Robert J. Ropes, Kokomo, Ind., and C. A. Rennells, Niagara Falls, N.Y.

It Is Not Easy

To apologize,
To begin over,
To take advice,
To admit error,
To be unselfish,
To be charitable,
To be considerate,
To keep on trying,
To profit by mistakes,
To forgive and forget,
To think and then act,
To shoulder a deserved
blame,

BUT—

It always pays.

—Author Unknown

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*Meet Me in
St. Louis*

September 27, 28, 29

*33rd National
Management Association
Annual Meeting
and Conference*

"Supervision . . . Management's Vital Link"

